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Our Aerospace



*The Newsletter of
AED-AMD Officers
Volume 6 • Issue A
October 2000*



Autonomic Logistics for Joint Strike Fighter

CAPT John Boyce on the next Logistics Roadmap

The Joint Strike Fighter Program will produce a family of lethal, affordable, supportable, and survivable aircraft to serve with the USN, USAF, USMC, RN, RAF, and other allied nations. The potential combined fleet of some 5000 aircraft will have a major influence on the way combat aircraft and the air element of expeditionary forces are supported. With affordability at the heart of the JSF acquisition process, innovative use of leveraging technologies will allow high sortie generation rates with a much reduced logistics footprint and total ownership cost. Autonomic Logistics is framed within the context of the most likely overall logistic environment for 2010 as outlined in the Joint Vision 2010 paper "Focused Logistics – A Joint Logistics Roadmap." This document establishes some key building blocks upon which JSF Autonomic Logistics is built. They are:

- Joint deployment/Rapid Distribution
- Information Fusion
- Joint Theater Logistics command and Control

Autonomic Logistics Vision

The term "Autonomic Logistics" is taken from the Autonomic Nervous System, which performs necessary functions without requiring conscious initiation. The goal is to design a JSF logistics system which is proactive, vice reactive in nature. A system that can to a large extent, recognize a problem and initiate the correct response "autonomically". The Joint Strike Fighter should be capable of self-deploying to any area of operations, worldwide, with a logistics tail

comprised of the weapons it will deliver, the fuel needed to fly, minimal support equipment and materiel, and the personnel needed to generate initial surge operations. Innovations in information technology and integrated logistics concepts, coupled with high reliability and a robust Prognostics and Health Management (PHM) system, should facilitate a condition-based support and maintenance scheme that can take advantage of cost efficiencies not available to previous weapon systems. Open architectures will be incorporated as part of the basic design to provide the capability to continuously capitalize on emergent technologies that increase readiness through enhanced reliability while driving cost of ownership down over the entire Life Cycle. The aim of JSF Autonomic Logistics is to develop a comprehensive logistic support environment for the JSF, which has the following key features:

- A highly reliable and maintainable aircraft which encompasses Prognostics and Health Management to enhance safety, reduce false alarms, improve efficiency of the logistic chain, and allow scheduling of logistic events to compliment operational planning.
- A technologically enabled maintainer who through the use of innovative and automated tools and technical publications will be capable of efficiently and effectively maintaining the JSF with less specialized training.
- A Joint Distributed Information System (JDIS), that incorporates advanced information technology to provide decision support tools and an effective

communication network linking the JSF with the logistics infrastructure to provide proactive support.

- A lean logistics infrastructure that is sufficiently responsive, enabling JSF to generate the required number of effective sorties at the least cost.

Each of these features is covered in greater detail below.

High Reliability Aircraft with Prognostics & Health Management

Achieving a highly reliable and maintainable aircraft is fundamental to meeting JSF needs. Threshold reliability and maintainability levels in the Joint Operational Requirements Document (JORD) must be realized if the aircraft is to achieve the required sortie generation rates and mission reliability. Mission reliability thresholds may be met by a combination of equipment reliability, in-flight reconfiguration, and redundancy, in that order, to optimize logistics reliability and minimize cost.

Prognostics and Health Management may be embodied in the JSF to meet one or more of the following requirements:

- Improved Safety
- Improved Sortie Generation Rate
- Triggering of Autonomic Logistics Functions
- Reduce Life Cycle Costs
- Reduce Logistics Footprint

- Triggering of system reconfiguration to achieve mission reliability
- On condition vice schedule maintenance approach

A Technologically Enabled Maintainer

The maintainer in the Autonomic Logistics concept has a full set of appropriate tools at immediate disposal to enable preparation of the aircraft for its next and subsequent sorties in the most cost effective and timely fashion. The toolkit may include:

- Comprehensive knowledge of the actual aircraft state before beginning work.
- Appropriate and timely training to conduct the task.
- All the necessary materiel on hand before beginning maintenance.
- Interactive guidance available in real time to provide supplementary information as required.

Information systems with optimized process controls for the maintenance environment (Flight Line, Forward Deployed, hangars, weather, NBC/CBR, and combat) can provide the maintainer with real-time situation awareness. Connectivity of the maintainer to the aircraft systems and maintenance control should provide the response times necessary to conduct maintenance actions without compromising sortie generation requirements. The Autonomic and PHM systems should require minimal intervention from the maintainer. The ongoing activities within Autonomic Logistics and PHM should be as transparent as possible to the maintainer. Where possible, on condition maintenance tasks should be the focus, presented to the maintainer in a manner that provides:

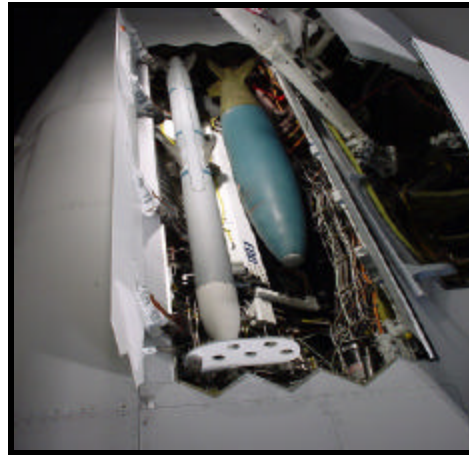
- Proper procedures
- Safety
- Detail/Fidelity appropriate to skill level
- Rehearsal/Review of the task when requested
- Tools required
- Parts required
- Quality Assurance

The Maintenance Control environments should aim to monitor, schedule, and prioritize all maintenance based upon the incoming data provided by JDIS.

While there may be less emphasis on diagnostic skills as a result of highly capable PHM systems on the aircraft, the maintainer must be trained in the proper functional

utilization of the Autonomic Logistics environment. A full and comprehensive understanding of the Autonomic Logistics systems and PHM systems is critical in developing the confidence in the tools that will dictate maintenance tasks, procedures and the training required to achieve those tasks.

The C4I environment and Joint Distributed Information System



X 32 Ordnance

The inputs to JDIS from JSF operational units may include:

- Prognostic and Diagnostic information transmitted by the aircraft
- Manpower numbers, capabilities and training requirements
- Commander's intent in terms of required sortie generation and roles.

The outputs to JSF operational units may include:

- Maintenance information /knowledge
- Supply chain management information
- Health and usage information
- Forecast aircraft availability data
- Best use of resource recommendations.

All elements of the Autonomic Logistics System are part of a complete support and training system that will manage JSF unit deployment and redeployment to ensure logistics support to deploying units as well as a near-constant¹ monitoring capability that ensures JSF units will be able to support the commander's intent. At CONUS and theater

¹ Aircraft may be restricted from transmitting information at certain phases of the mission to avoid compromising themselves. Nonetheless, the aircraft can update its status through JDIS as soon as transmission is re-enabled.

levels the Autonomic Logistics system should provide inventory management and control and should inter-operate with Service and Joint Logistics systems to support JSF deployment and redeployment operations. The requisition of spare parts and supplies may be fully automated at these levels enabling commanders to track and maintain total asset visibility while enroute. At the unit level JSF aircraft will be configured to conduct strike operations in accordance with the air tasking order (ATO) and maintenance actions will be prioritized to ensure desired sortie generation levels are sustained. At the strike or mission execution level the JSF's Prognostics and Health Management System (PHM) aims to gather and maintain aircraft diagnostics data, calculate and track aircraft prognostics, predict maintenance requirements and transmit PHM data as required to the Joint Distributed Information System (JDIS). The mission execution element supports the pilot and Joint Commander by constantly monitoring, recording and reporting on the status of the fighter and its subsystems.

As currently envisioned, JDIS will be an application within the Global Combat Support Systems (GCSS) that enables warfighters to interface with other service systems to obtain and provide up to the minute information on overall force status and enable support personnel to initiate actions to sustain unit employment levels. CONUS and theater support organizations are expected to obtain this information via GCSS or Service GCSS information systems. This availability of support data is possible because all elements of the information structure are envisioned as operating in an integrated data environment within the Defense Information Infrastructure Common Operating Environment (DII COE).



X-32 in the Hangar

JDIS aims to combine aircraft status from the Prognostics and Health Management

component on board the JSF with manning and training information extracted from service databases and logistics information from service and joint logistics components. Unit commanders and maintenance managers may use this information to optimize JSF employment. In addition, JDIS may enable "remote maintenance" functions that will allow experienced maintainers or contractor technical representatives to assist maintainers at remotely deployed units. Once alerted to a maintenance requirement, JDIS could recommend repair part orders, complete order documentation, locate and schedule local "best qualified" maintainers.

The exact composition of JDIS is dependent on the logistics strategy adopted by the Government/Weapon System Contractor (WSC) team. Wherever the balance finally lies between Government and Industry participation in the Logistics infrastructure, development of JDIS will be part of the E&MD activity to be undertaken by the WSC. JDIS aims to interact with legacy systems as they will exist when JSF enters service, in order to avoid duplication or replacement of systems in use for other aircraft types.

Logistics Infrastructure

The advantages embodied in a highly reliable aircraft, a substantial PHM capability, a technology enabled maintainer, and a highly capable JDIS producing accurate and comprehensive logistics information are useless if the logistics infrastructure is not flexible and responsive enough to generate the necessary support in the right place when required. Making JSF affordable through its life cycle demands that the logistics strategy explore every means of meeting the support requirements in the most cost-effective fashion. These needs call for review of current logistics policies. The following list is by no means comprehensive, but offers some potential areas for exploration:

- Levels of Maintenance
- Stockholding policies
- Configuration Management
- Support Chain Management
- Repair Loop Management
- Continuous Product Improvement.

Summary

The quest for affordability in the Joint Strike Fighter Program extends throughout

the logistics chain, from design of the aircraft and selection of its equipment throughout industry and government support chains down to the lowest tier. The four elements of Autonomic Logistics each have a vital role to play in establishing a new paradigm of affordability of a leading edge Strike fighter Weapon System. Autonomic Logistics is at the very heart of achieving the goals of the Joint Strike Fighter Program, touches all aspects of operations, and plays a vital role in meeting Mission Reliability, Logistics Footprint, and Sortie Generation requirements.

A WINTER AWAY FROM HOME

By RDML (S) Steven L. Enewold
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It is great to be back in the airplane world after spending a year in the Secretary of Defense Corporate Fellowship Program (SDCFP). The SDCFP was initiated by Secretary Perry five years ago and continues today under Secretary Cohen, demonstrating a long-term investment in transforming our forces and capabilities toward the DoD's strategic vision of shaping, responding and preparing. Annually, the Secretary selects two officers from each Service to spend a year working with Corporate America in leading edge businesses to glean the best practices in change management, innovation, and business models that could dramatically improve DoD. The Navy nominees are selected along with the other executive fellowships, usually in the spring, and course completion counts for Senior Service Staff College or ICAF. The overall outcome from the program is the formation of a cadre of future military leaders sensitized to the organizational and operational opportunities made possible by revolutionary changes in information and other technologies. My fellowship "classmates" spent time with Citigroup, FedEx, Sun Microsystems, Sarnoff Laboratories, McKinsey & Co. (Business Consulting), while I trained at Lockheed Martin Mission Systems (LMMS). Of note, I was the only "Fellow" at a defense industry company.

The Engineering and Technology (E&T) Division at Lockheed Martin Mission Systems in Gaithersburg, MD. and my mentor, Director of Engineering, hosted my

assignment. The following list of tasks coupled with the full support of the President (along with Non-Disclosure Statements) gave me access to almost every discussion, document, and meeting, proprietary or not, involving:

1. Software and Systems Engineering Evaluations
2. Process and Infrastructure Evaluations
3. Program Independent Non-Advocate Reviews (1)
4. Capture Management Training and Proposal Reviews (1)
5. Strategic Planning- Balanced Scorecard Methodology
6. Company Performance and Leadership Boards
7. Integrated Program and Process Development
8. New Commercial Product Development- "FuturePoint™"
 Competitive Intelligence
 Market Intelligence
 Investment Guidebook
9. Information Security Initiatives

During the year and at the end, the class debriefed DoD leaders (including Secretary Cohen) on the individual company observations and "common themes" across all the companies. A final report was written for each company, then combined with the others to form our collective observations of industry. The following provides a short summary of my observations of Lockheed Martin Mission Systems.

Lockheed Martin Mission Systems (LM-MS) was a relatively small, but representative defense industry company. It represented approximately 4% (\$900M) of the Lockheed Martin Corporation (LMC) annual sales portfolio and specialized in the integration and operational support of large data base information systems like the 2000 U.S. Census. Figure 1 illustrates the significant events that brought Mission Systems into the Lockheed Martin corporate family.

The year was marked by significant additional internal reorganizations and by an industry-wide downturn in new orders, profits and stock prices. For perspective, the LMC share prices were at \$46 in April 99 and stood at \$23, a year later. These factors significantly limited investment funding for new market and product development.

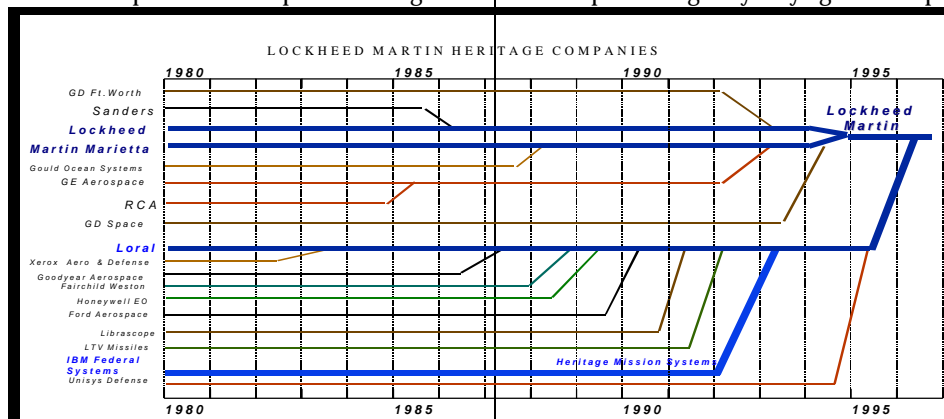
The close coupling of company operations to the DoD markets was noteworthy as

conscious efforts were taken to match the customers' operational structures, values, and beliefs. This close coupling encouraged a culture of engineering excellence where terminology, procedures and management practices closely matched the DoD Acquisition System. Attempts to diversify into foreign and commercial markets leveraging defense technologies had limited success.

My involvement with one of the few new commercial product developments brought to

"best practice" and greatly facilitated certification at the highest industry levels for quality and software development capability (SEI CMM Level 5). A similar system is recommended for business operations in DoD.

The fellowship program provided a unique framework for the sponsor companies and fellows to explore U.S. corporate operations and exchange ideas and insights. The diversity of companies in greatly varying market spaces



light distinctly different business models for dealings with Federal (i.e. DoD) and commercial customers. The value elements in commercial transactions of simplicity, trust, open communications, speed, market pricing, and reputation were countered by complexity, checking, stifled communications, fairness, cost accounting, and limited fee structures in Federal acquisitions. It became clear that no single or limited set of procurement system changes could reasonably establish DoD as a commercial-like customer. The DoD acquisition system will require wide-ranging and interconnected reforms before the goal of commercial purchasing can be reached. The changes will fundamentally require relaxation of control by organizational stakeholders, allowing procurement agencies to accept risks to achieve "best value" procurement solutions.

LM-MS was a "process rich" organization that used recognized industry models to measure capability maturity against absolute standards and improve product quality. Processes also facilitated change management and provided internal business measures. The workforce was provided online web-based access to the latest policies, procedures and lessons learned which facilitated communication flow. Process configuration management and change requests were tracked automatically and processed electronically. The process architecture and infrastructure was recognized as a Lockheed Martin Corporation (LMC)

highlighted common issues and differing solutions in business operations while providing detail understanding of emerging technologies. Most common to all companies was the increasing competition of talented, flexible, and productive human resources.

The educational experience and accompanying observations were only possible by "living" with the company and breaking down the stereotypical images of the military officers and the Department of Defense. I feel very privileged to gain a genuine understanding of company operations and evaluate additional tools for use in business operations within the Department of Defense.

Most people ask me if it was "fun". I must honestly answer that, "AIRPLANES ARE MUCH MORE FUN", but I learned a lot and met great folks, both in the "Fellowship Class" and Lockheed. Would I do it again? Definitely YES, but only if the timing did not conflict with opportunities for a flying job or a command. After all, I would much rather "fly than eat." Fly NAVY!©

NAMP IS NOT A FOUR LETTER WORD

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Every green shirt knows the NAMP. It is the 5 volume directive providing overarching guidance for our every action. It is the reference that you quote the Skipper when he wants to know WHY he can't do that. But how many times have you really taken the time to read it? Or even refer to it after AMO school? Okay, at least three times in your career: to end "the discussion" with the Master Chief, the beer bet with the greenshirt next door, and to put the finishing touches on that deviation and waiver request just prior to the AMMT visit. When you find yourself in the Bermuda Triangle of Logistics caught somewhere between 50 percent manning, inadequate training, and outdated publications, it is very tempting to take short cuts and succumb to tribal knowledge. If there is anything that has been proven in the 35 years of lessons learned the hard way, it is this: In the long run, the shortest way is really the right way – the NAMP. The drumbeats of tribal knowledge always fade over time.

In the austere resource environment we now find ourselves, the maintenance discipline afforded by the comprehensive nature of the NAMP allows us to safely and efficiently effect repair at all levels of maintenance. It is the introduction of the NAMP coupled with the NATOPS that resulted in one of the most dramatic reductions in the mishap rate in aviation community. Over the two decades of my career, I have watched the 4790 evolve from a cumbersome restrictive tome which I was forced to memorize in AMO school to a construct within which an individual Maintenance Officer has the latitude to exercise leadership and innovation to safely get the job done. This change has not occurred by chance. The 4790 is a document written by greenshirts for greenshirts honed to precision by a very organized process predicated on fleet greenshirt input. Until I had the opportunity to sit for a while in the COMNAVAIRPAC Aircraft Maintenance Plans and Policy chair vacated by the legendary Captain M. D. Hardee, I did not truly understand the responsiveness of the process and the dynamic nature of the directive. Over the past 30 years, there have been revisions. The most dramatic of which were the 2E and 2G. Notwithstanding, all of these revisions were prompted by fleet submissions for change. And yes, today you too can make a difference.

The NAMP is the very backbone of Aviation Maintenance, that which separates us from so

many other communities. Yet so many Maintenance Officers do not fully understand its dynamic nature or even that they have the influence and ability to mold it to our changing world. The process outlined in Volume I of the directive itself is incredibly simple. If you find something that you feel could be improved, submit a recommended change with detailed justification to OPNAV N881 via the Type Commander and your chain of command. This Change Recommendation is reviewed by the NAMP Working Group which consists of representatives from all type commanders, OPNAV, NAVSUP, CNATRA, and NAVAIR and advisors from the Naval Safety Center, AMO School, NATEC, and SPAWAR. The Working Group meets officially two times a year but processes the changes on an ongoing daily basis. This group looks at the recommendation from a systemic perspective and evaluates the cost and benefit for the entire maintenance community if this change is incorporated. The NAMP Working Group's recommendation is forwarded to OPNAV N881 for approval. Once approved, the change may be promulgated via an interim change or revision. The 4790.2H is being drafted as we speak for release within the year. Not all change submissions get incorporated into the 4790 but 100 percent of the changes are reviewed by the Group for incorporation. (Hint Hint – when submitting a change recommendation take care to ensure that you are looking at the impact to all aviation activities and not just recommending maintenance for convenience based on the organizational constraints of your individual activity).

It is the responsiveness of the NAMP change process that has allowed us to incrementally achieve the efficiencies in both man hours and materials that we now find so valuable. So perhaps while other communities are making dramatic changes to their processes only through actions mandated by the Fleet Review Board, we are able to look over our shoulder and continue to safely pace forward one step at a time.

O-4 SEA TOUR LHA AIMD OFFICER

*By LCDR Fred Hepler, AMDO
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Your O-4 sea tour is critical to your success in the AMDO journey. It has been my observation that most AMDO's are not fully aware of the awesome opportunity to fill a Commander (O-5) billet as a Department Head on an LHA as the AIMD Officer. The purpose of this article is to better inform you of a great opportunity for your O-4 sea tour.

My previous sea tours have always been involved with riding on an aircraft carrier until my O-4 sea tour on an LHA. While serving as USS PELELIU (LHA 5) AIMD Officer, I can say with confidence that this tour has been a welcome change, most intriguing and a very fascinating experience. I recently completed a six month Western Pacific/Arabian Gulf (to include operations off of East Timor, Indonesia) deployment. Without question ... this tour has been the most professionally rewarding and positive experience of all sea duty assignments.

Serving on an LHA will possibly provide you the unique experience of working with other branches of service and nations. Do the words "interoperability" and "jointness" ring a bell?

An interesting comment year from CINCPACFLT (Admiral Fargo) during a dinner speech at the Island Club at NAS North Island ... "The greatest Navy success story this past year was the Amphib involvement in East Timor, Indonesia." Both LHA 3 and LHA 5 were involved in heavy lift logistics and multilateral support with the Royal Australian Army. The United States and Australia worked as a team to provide humanitarian relief services for East Timor and assisted in restoring peace and stability in a troubled area of the world.

On the LHA platform ... the Amphibious Readiness Group (ARG) Marine Expeditionary Unit Special Operations Capable (MEU/SOC) gets involved with a multitude of critical and discrete missions. Several are amphibious in nature, such as the Marine Corps' time tested amphibious raid. Others are contingency response missions like evacuations and rescues. Several more are combat related maritime special operations missions (security operations and reinforcement operations, specialized demolitions operations, and military operations in urban terrain). Others include "stability" missions such as civic action operations that provide dental, medical, and/or engineering support and mobile training teams that teach

basic weapons, maneuver, and maintenance skills. Intelligence, counterintelligence, and tactical deception operations are another mission subset.

The embarked MEU/SOC is comprised of over 2000 Marines. This Marine unit is built around an Airwing known as the Aviation Combat Element (ACE), a Marine Infantry Battalion Landing Team (BLT) known as the Ground Combat Element (GCE) and the Combat Service Support Element (CSSE). This triad represents the "pointy end of the spear" in America's foreign policy.

It is absolutely amazing and most impressive as to how many moving parts there are while an LHA is simultaneously conducting flight deck operations and amphibious movement via well deck operations with landing and assault craft. The intense coordination amongst the Navy and Marine Corps team is breathtaking.

As I converse with our senior AMDO's who have previously served on an LHA and were later selected for Major AIMD to serve as a CV/CVN AIMDO, the stories match that a lot of the Department Head perks enjoyed on the CV/CVN are equally enjoyed on the LHA. The main difference - the LHA AIMD has a smaller population of people (130) and there is less embarked aircraft (31). The current LHA airwing consists of 12 CH-46E Frogs, 4 CH-53E Sea Stallions, 4 AH-1W Attack Cobras, 3 UH-1N Hueys, 2 HH-46D SAR Birds and 6 AV-8B Harrier Jets.

The LHA AIMD Officer is the senior maintainer onboard and wears three hats while deployed (AIMDO, ARGIMA coordinator and nearly a CAGMO). Three O-6's (ship's CO, embarked Staff Commodore and MEU/SOC CO) utilize the AIMDO as the "go to" person for all high visibility aviation maintenance and logistics issues. The AIMD team consists of a CWO AMO and CWO MMCO. CPO's serve in the QAO and Production Division Officer billets (IM-2, IM-3, IM-4).

The maintenance department has 70 Sailors and 60 Marines. As the coordinator for the ARG Intermediate Maintenance Activity (ARGIMA) the responsibility is similar to what is known on the CV/CVN as the Battle Force Intermediate Maintenance Activity (BFIMA) coordinator. On an LHA the embarked ACE does not have a "full time" dedicated maintenance professional MO as we enjoy in

the role of a CAGMO on a CV/CVN. The ACE Aircraft Maintenance Officer is actually a CH-46E pilot who is exceptionally busy flying most of the time and taking care of the daily administrative burdens. He will lean heavily on the AIMDO for "O" and "I" level maintenance guidance, which presents a leadership opportunity for significant aircraft maintenance (nearly CAGMO) involvement with the ACE.

As you survey the future of Navy/Marine Corps Aviation, keep in mind that the newest aircraft and weapon systems are heading to the LHA (V-22 Osprey, CH-60 and eventually the Joint Strike Fighter aircraft). Additionally, NAVAIR PMA-260 is currently in work to outfit the LHA AIMD with CASS and associated Test Program Sets. If you are interested in maintaining and playing with the newest toys in the Navy and Marine Corps' ... the LHA AIMDO billet might be your best path to take to live your dream in a fun ticket.

If you already have a good mix of "O" and "I" level experience on the CV/CVN and you are interested in becoming the "total package" Naval Officer ... the LHA AIMD Officer billet will certainly give you exposure to a whole new world of opportunities. Imagine getting additional experience with the Surface Gator Navy that includes numerous ARG MEU/SOC missions, which will very soon involve the newest aircraft and logistics support in Navy/Marine Corp Aviation.

I encourage you to seize this incredible opportunity and I welcome any inquiries if you desire further information on serving in an exciting Commander (O-5) billet during your O-4 sea tour.

THINKING OVERSEAS TOURS?

*By LCDR Pat Morrow
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Are you an O-4 looking for an overseas tour? Perhaps one that's interesting (yes), educational (definitely), and challenging (unquestionably)? Do you want to experience a completely different culture? Then you might want to consider Kuwait.

Kuwait? A 1520 in Kuwait? As a matter of fact, yes.

There is a 1520 billet in the Combat Readiness Division/Air Force Readiness Branch (AFRB) of the Office of Military Cooperation-Kuwait (OMC-K) as the Aircraft Maintenance Advisor for the Kuwait Air Force (KAF). What does all that mean? Well, in a nutshell, when matters regarding proper maintenance procedures and policies arise, you will be the person to go to since the KAF operates under a maintenance concept based on the NAMP.

The primary aircraft utilized here are 40 F/A-18 C/D's. These are maintained by a work force made up almost entirely of contractors. This includes both an O-Level and an I-Level. As a result, you will deal with both. The contractors are overseen by a member of the Defense Contract Management Agency (DCMA – used to be DCMC), for whom you will also be the technical advisor, just by the nature of the job. That means answering any questions he may have regarding maintenance and supply.

You will be a liaison between the KAF and outside commands such as NAVAIR and NADEP. Everything goes so much easier when you maintain close contact with them, since NAVAIR can find answers or jump on a few desks when needed.

Currently, there is a Supply Corps officer assigned to AFRB. However, his billet has been deleted, so you will be doing all the Supply coordination as well. That means you will have to maintain contact with Supply commands like the Fleet Industrial Supply Center.

The remainder of AFRB consists of a CDR F/A-18 pilot as the Director and a LT helo pilot as the Training Officer. Incidentally, the Training Officer billet will also be deleted. A prospective new addition is an Air Force Major as the Theater Air Control Officer.

But it goes much further than that. When any of the various contracts affecting maintenance are up for bid, you will be asked to ensure that the technical aspects are in accordance with applicable directives and the KAF's desires.

You will be involved in military exercises, both unilateral and multilateral, that may take place on one of the KAF air bases. And you will help coordinate conferences and visits from outside agencies.

As a member of OMC-K, you will work closely with members of the other services.

AFRB is staffed by all Navy personnel right now. The Naval Forces Readiness Branch is (obviously) staffed by two Navy personnel (a CDR SWO and a LT Supply Officer). Land Forces Readiness Branch is staffed by Army personnel and one Marine. The Joint Headquarters Branch is almost all Army and one Marine. The Air Defense Readiness Branch is all Army. The Training Branch has an Air Force Major and a couple civilians. The Readiness Division Chief is an Army Colonel. The OMC-K Deputy Chief is an Air Force Colonel. The OMC-K Chief is an Army Brigadier General. Within the Command Staff, the Navy, Army, and Air Force are all represented.

A typical day here (if there can be such a thing) consists pretty much of spending mornings with the Kuwaitis at one of the air bases and afternoons at the U.S. Army base. Of course typical is a rare occurrence here. A problem with engines might come up one day, followed the next day by airframe or contractual problems. By the end of the week, avionics or publications may take center stage. You will never know until you get there. And it will be up to you to guide and advise the Kuwaitis.

So is it all work, work, work? No. There are opportunities to participate in outside activities and travel. Bahrain and the UAE are short flights away. Other places within reasonable distances are Egypt, Syria, Bali, the Maldives, the Seychelles, and more. The food choices are fantastic, from American fast food to Lebanese, Iranian, Thai, you name it. Or, if you prefer to do your own cooking, go to the Sultan Center, which is a combination super market and department store, for food. Or use the PX on Camp Doha, the American Army base, although the selection is a lot better in town. There is a sizable expatriate community here with people from all over the world. You will meet people from Canada, Australia, New Zealand, Europe, Thailand, Philippines, etc. There are lots of places to shop and lots of deals to make. Rose wood boxes, gold, amber, rugs (Iranian rugs are no longer contraband, by the way), leather, antiques, and more. Just be sure to haggle. If there isn't something for you to do, you're just not looking.

Next question would be is it safe here? I'd have to say about as safe as any place in the U. S. I'm concerned more about driving than about crime. For personal safety, with regard to crime, it is real secure.

Now, as to the temperature: in a word, hot. Not always, but for the majority of the year, it's on the warm side. As I recall, the high temperature I saw last summer was around 127. It's been over 100 for the last several weeks. Not too bad, as long as the humidity stays low. I think my predecessor put it right when he said, "It's a dry heat, but so is an oven." When the humidity kicks up, however, it can be brutal. Fortunately, that doesn't happen all that frequently. The spring and fall can be real pleasant for the two weeks to a month that they last. During the winter, the temperature can drop in to the low 40's/high 30's at night. That doesn't last more than a couple months. There's really no reason to worry about the temperature as long as you keep drinking water.

And now the important stuff: benefits. It's hard to see how they can be beat. Number one, it's a combat tax exclusion zone. Along with that come Imminent Danger Pay and a COLA. While here, you will be provided with a vehicle (armored Jeep Grand Cherokee) and furnished housing. All utilities and phone service are paid for. Work uniforms (desert BDU's) are provided. A laptop for work is provided.

Over all, I would say this assignment is pretty good. It frequently gets frustrating, as do most assignments, but once past that, I am thoroughly enjoying myself.

If you have any questions, please e-mail me any time. My e-mail address here is morrowp@omcku.centcom.mil. I'll be happy to answer them.

TOMAHAWK

By CDR Larry J. Tortorich, PMA-28011 (Deputy Program Manager for Logistics – Tomahawk Cruise Missiles)

The Program Executive Office (Cruise Missiles and Joint Unmanned Aerial Vehicles) has a new name and a new charter. RADM John V. Chenevey, USN, Program Executive Officer, received notification in June 2000 that the reorganization and redesignation of PEO (CU) is official. Dr. H. Lee Buchanan, Assistant Secretary of the Navy (Research, Development and Acquisition) signed the authorization June 15. The action became effective on June 18.



In his Memorandum Dr. Buchanan announced: "...the reorganization and redesignation of the Program Executive Office for Cruise Missiles and Joint Unmanned Aerial Vehicles PEO (CU) as the Program Executive Office for Strike Weapons and Unmanned Aviation (PEO (W)). While retaining responsibility for all programs currently assigned to PEO (CU), PEO (W) is given the additional responsibility as executive manager for the Program Office for Conventional Strike Weapons, PMA-201, and the Program Office for Defense Suppression Systems, PMA-242. This action transfers program executive officer responsibilities of these two program offices from the Program Executive Officer for Tactical Aircraft Programs (PEO (T)) to PEO (W), effective 18 June 2000.



"PEO (W) will maintain the responsibility of providing naval and joint commanders a decisive warfare advantage through the development, production, logistics support, and sustained effort for the weapons, weapons systems, and unmanned aviation products it acquires and supports. PEO (W) will continue to report to ASN (RDA) and receive matrix support from the Naval Air Systems Command."

RADM Chenevey expressed enthusiasm over the change. "I'm absolutely delighted to have the opportunity to consolidate strike weapons into one organization and excited to have the opportunity to leverage our programs to the benefit of the warfighter. I know all the former PEO (CU) team members will welcome our new shipmates, PMA-201 and PMA-242 into PEO (W)."

Tomahawk Demonstrates Land Attack Capability

A U.S. Navy Tomahawk cruise missile was launched recently from USS PROVIDENCE (SSN-719), a submerged LOS ANGELES-Class submarine underway in the Jacksonville Operating Areas. The missile flew a land attack mission, launching from a point in the Atlantic sea ranges east of Jacksonville. It then flew an east to west course across the northern sector of Florida, out over the Gulf of Mexico, turned north across the panhandle of Florida to southern Alabama and safely terminated on the Eglin Air Force Base Test Range.

Seconds after launch from the submarine's torpedo tube, the Tomahawk missile transitioned to cruise flight. It flew a fully guided 750-mile test flight using Terrain Contour Matching (TERCOM) navigation to a target and recovery site on the Eglin Range. The missile's parachute recovery system was activated as planned. The missile was safely recovered and will be refurbished for future use.

Tomahawk is the nation's "weapon of choice" for critical, long range, precision strike missions against high value or heavily defended targets. Tomahawk missiles are deployed throughout the world's oceans on various surface ships and submarines.

While maintaining its deep strike capability, Tomahawk continues to evolve to meet the warfighters' needs for a more flexible and "tactical" precision strike weapon. Future variants will incorporate new technologies to provide new operational capabilities and new missions while significantly reducing acquisition and life cycle costs.

As in all Tomahawk flight tests, air route safety was carefully planned in coordination with the Federal Aviation Administration (FAA). For safety purposes, the Tomahawk could have been guided by commands from safety chase aircraft. This shot marked the 382nd Tomahawk flight test.

Life at a "Think Tank" with its Own Football Team

*By Captain Gary O'Neill,
CAPT(ret) AEDO*

Someone once said that the only inevitable things are death and taxes. Because we are in a period of relative peace, with a solid record of aviation safety, many of us can happily add one other: the successful end of our active duty careers as an AEDO or AMDO's.

I've always admired those who had long-range plans and made them work, because those plans always seemed to elude me while I was totally enjoying whatever tour I was on at the time. When I finally assessed all the options and made my choice to leave the service and begin my second career, it was a little unsettling. But the uneasy feeling quickly evaporated when I started the job that I have now. Through a lot of luck, and plenty of networking, I ended up back in an academic / research environment; not because I had always planned to do so, but because the opportunity that arose was simply too enticing to pass up.

Georgia Tech, my alma mater as an undergraduate, has an applied research arm, known as the Georgia Tech Research Institute (GTRI). GTRI has 8 different 'product' laboratories that deal with many aspects of technology: aerospace, information technology, electronic systems and sensors and environmental sciences. With just about 1,000 people, it performs about \$100M in research annually, and depends on external funding for its existence. You NWCF folks out there should begin to see the connection with my former life.

GTRI has some amazingly talented people who can do some pretty incredible things with technology. Unlike pure academia, these folks have a particular talent in taking off the shelf stuff and creating innovative solutions to real world problems: IR technology used to improve highway safety and computers and graphical imaging technology to do real world mapping and tracking of endangered species are among the projects recently completed

GTRI's leadership recently embarked on an initiative to enter the logistics and maintenance fields, for both commercial and government organizations. By forming relationships with private and public entities seeking to improve logistics and maintenance operations and reduce total operating costs, GTRI hopes to leverage work already accomplished in the labs and employ these techniques and processes in new ways. To help make it all come together, GTRI recruited a retired Aviation Maintenance Duty Officer, Ron Wagner, and

myself to act as 'real world' advocates and to assist in developing viable research concepts. We are co-directors of the Logistics and Maintenance Applied Research Center (LandMARC), and we interact with individual labs to identify and integrate emerging technology to provide solutions to logistics and maintenance problems. The best part of the setup is that Ron and I are fully engaged in crafting the solutions as members of the team, and not just 'paper pushing.' We also get to interact with a terrific group of young folks who have energy, enthusiasm and talent.

GTRI experiences the same competitive pressures as any other business or government 'working capital' activity. In many ways, the environment is much like the NAWC: proposals to construct, budgets to defend and work to do. Unlike the NAWC, this group has some terrific ancillary benefits: ACC football and basketball and life in the thriving metropolis of Atlanta. You can't get these benefits inside the Beltway! I think I made the right choice.

See for yourself by clicking over to: www.landmarc

From the desk of the AEDO DETAILER

By CDR Rick Smith
AEDO Detailer
P446b@persnet.navy.mil

Well, personally I can not believe I have been in Memphis and your detailer for 15 months. I have learned a great deal about you, as individuals, and more about the community than I thought possible. If you are thinking this sounds like a lead in to a farewell address, I have to inform you it is not my time to go, yet. However, it is time for someone to move on. I would like to personally thank Larry Pugh, our community manager for his efforts over the past several years. Words alone can not justly describe what Larry has accomplished and contributed to this community. From community End-strength issues to your personal record review, Larry has gone well above and beyond more times than I can count. What impresses me the most about Larry is he takes care of things because it was just the right thing to do. Larry is moving on to PMA-273 to work for CAPT

Dave Wooten. Best of Luck! I would also like to welcome Craig Oechsel, Larry's relief. He is coming from AIRPAC Class Desk duty and I look forward to working with him. Welcome aboard Craig.

Detailer Observations

This is the part of the article I enjoy most because I get to share with you my day to day observations based on what we discuss. First, it is my observation that you are paying much closer attention to your records. This is great news, the word is getting out. Second, I want to continue to promote APC membership. The board meets twice annually and even if your qualification are not quite complete, apply, apply, apply!

I can not detail you to a critical acquisition billet if you are not an APC member. Third, Months of Flying (MOF) has some people concerned. Check your log books, and if you have a question about your MOF or your flight gates give me or Craig a call and we can compare your records to what the Navy has on record in their system. If there is a discrepancy, we can discuss options on how to rectify the problem. The last item I would like to discuss is CDR Command Slates. I know most of us are more concerned with just making O-5 then worrying about what we will do after we are promoted. Do not wait until the last minute, your window of opportunity will narrow quickly once promoted to O-5. Think ahead and be prepared.

New AED WEBSITE

We have implemented a new AED Website which is accessible through the BUPERS website and supports both the AEDO and AMDO side of the community. It has been BETA tested by the Detailers and Community Managers and although it still requires a few "tweaks here and there" I say go public. Please e-mail your comments and suggestions. The website is in the final approval process and will be linked to the PERS-44 homepage. Since our directories will be accessible on this site, I am required by SECNAV instruction to protect it. I am working to establish a universal AED USERID and Password that when entered will provide you access to the directory. Our website: http://www.persnet.navy.mil/pers446/p446_webpage.htm

On the Road

I plan to make a quick trip to Jacksonville toward the end of October. I will be back in PAX the second week of November and if I can make it work I intend to visit China Lake early December.

From the desk of the AMDO DETAILER

CDR Tom Glass
AMDO Detailer
p446c@persnet.navy.mil
I am CDR Tom Glass, the new 152X Detailer. After completing my AIMD Officer tour in USS HARRY S. TRUMAN (CVN 75), I finished my turnover with CAPT Charlie Code in July and have been trying ever since to catch up! I thought I'd take a little time and try to share some of my initial thoughts regarding the detailing process (that I'm still trying to figure out!).

Although writing someone's orders almost never happens this way, I do have a process which I try to follow for everyone. In an ideal world, where nothing ever changed (not the case on planet earth, though!), it would go something like this:

You initiate discussions with me regarding your next set of orders at about 18 months from your PRD. If you call any earlier, I can talk about general career needs, but not about specific billets.

During our first discussion, we will typically talk about your desires, career needs, available billets, upcoming career milestones (promotion, O4 sea tour, etc.), and post graduate education. I will try to throw out some possibilities for your next assignment and will also talk about the need for you to remain flexible and to have a plan "A," "B," and even a plan "C."

I will then tell you to think about what we have talked about and call/email me again in four to six weeks.

We will continue this dialogue until you have orders on the street.

My goal is to have your next assignment pretty firm by 12 months from PRD and orders written at six months prior to transfer.

Obviously, we won't always track exactly this way, but that is what I am shooting for.

Some other observations I have gathered:

Communication, often and honest, is the best way to ensure surprises are kept to a minimum. The detailing picture changes every day! And, if I am in fairly constant communication with you, your name is much more likely to be mentioned when we are looking for someone to fill that short-fused requirement that you'd love to have. I receive a lot of email. I will answer all of it! However, I am still not as quick as I'd like to be. I prioritize emails regarding orders by PRD/transfer month; so, if you are 24 months out, your email will go near the bottom of the pile. If you have any concerns that you feel are not being addressed quickly enough, by all means, call/email me and let me know.

- The detailing picture really does change daily! Keep in touch and we'll see that you get the right job and all the jobs get the right officer! I haven't lied yet, but the truth has changed on me!
- My final thought is intuitively obvious to the most casual observer, but I think a lot of us don't really think about it – options for your next assignment significantly decrease every time you get promoted. Take a hard look at our e-directory www.amdo.org (Thanks CDR Shanahan!), and you'll see what I mean.

The Blue Angels Maintenance Officer, LT Allen Blaxton, transfers next fall. His relief has not yet been identified. This is a great job and could be a stepping stone to a CAGMO tour! Only the best maintenance officers are even considered for this assignment! The application process begins soon and is quite involved. If you think you might be interested, please give LCDR Fred Hepler or me a call.

AMDO Detailer Commentary

Although I have only been the Aerospace Maintenance Duty Officer (152X) Detailer for a short time, I have already had the opportunity to talk with several squadron CO's and XO's about our community. These discussions have been wide ranging, but each has touched on the subject of 1520 career progression. As a result of these conversations, I took the liberty of putting on paper what I had been discussing with these squadron commanders. What follows is in the format of a short note from me to your squadron CO/XO that I hope will answer some of their questions or concerns about our

community. Please feel free to share this article with them as you see fit.

Skipper,

At some point during your tour as squadron XO or CO, I hope you have pondered the question, "What do I need to do to "take care" of the young 1520's in my squadron?" The amount and types of responsibilities (and how it is documented) you give these young maintenance professionals will have a major impact on not only their Navy career but may also have significant impact on the health of Naval Aviation in future years. I would like to offer some information that I think would help you make the right decisions regarding your 1520's.

Does a 1520 need to get the "MMCO ticket" punched while he is in the squadron? The short answer is, "It depends." For a 1520 to progress and be competitive, he or she should perform as a squadron MMCO. Each 1520 also normally completes at least two squadron tours as a LT or below. So, if the 1520 in question is on his/her first squadron tour and will have the opportunity to be the MMCO in another squadron down the road, you are not "hurting" him/her by not allowing them to be the MMCO. However, if your 1520 will not get another JO squadron tour, he needs to be the MMCO (if, in your judgement, he/she can handle it). Assigning your young 1520 as the MMCO does two things. First, it says that the officer is a competent maintenance professional - you wouldn't give him/her that much responsibility in the first place if he/she did not have your complete trust and confidence. And, second, the experience gained while actually in the MMCO "driver's seat" cannot be duplicated in any other job and will serve the officer well in all future assignments, regardless of paygrade.

What do I need to put in their FITREP's?

If you want to help your 1520 get promoted, you need to do three things (minimum) in their FITREP.

Provide a breakout in block 41, e.g. "LT Smith is the number one of 22 Lieutenants in the squadron, regardless of designator."

Mark him/her as an "EP." Most of the time, a 1520 will be a "one of one, EP" If you mark him/her as a "one of one, MP (or anything besides an EP)," you have definitely sent a message to the board (that message would be, "Do NOT select this officer!").

Give him/her a trait average that is above your cumulative (lifetime) average. If you say

in Block 41 that this officer is “the best LT you have ever seen!” and give him/her a trait average that is below your cumulative (lifetime) average, your breakout becomes meaningless.

One other comment about your FITREP averages. You cannot give an officer a trait average above (or below, for that matter!) your cumulative average, if you do not know your average. And, remember, the average that is posted on an officer's PSR is not necessarily what you have computed in your Excel spreadsheet on your local hard drive. What goes on your officer's PSR (and is viewed by Selection Boards) is what NPC has in the “system” – if you have signed FITREPs that are not yet processed by the Bureau, your average in the system may not be what you think it is.

What about collateral assignments? Collateral assignments for a young 1520 are great! However, you cannot go overboard with this and expect the young 1520 to learn everything he/she needs to learn during their initial squadron tours. What do I mean by “overboard?” Well, assigning your 1520 as the Tiger Cruise Coordinator is fine, but making him/her the squadron Legal Officer is a bit much. Most young 1520's could do an outstanding job as the squadron Legal Officer; however, while they are busy being the Legal Officer, they are not doing maintenance “stuff.” This lack of time spent in the NAMP, on the flight deck, in Maintenance Control, in the work centers, etc. will definitely have an adverse impact on their development as professional maintainers. Please, do us all a favor and resist the temptation to treat your young 1520's as just “fresh meat” – give them the opportunity to learn and do “maintenance.”

Hopefully, these recommendations will help you take care of the 1520 who is doing an outstanding job. However, if you have a 1520 who is a marginal performer, no one expects you to “take care” of him/her. On the contrary, if your 1520 is not performing up to standards, we want to see that in writing (FITREP's) and he/she should be counseled accordingly.

I previously mentioned that your decisions regarding 1520's in your squadron could have a major impact on the future of Naval Aviation. I was not kidding! These young officers are your future CAGMOs and AIMD Officers. They are your future TYPEWING,

TYCOM, and Fleet Maintenance Officers. They are the future Naval Air Systems Command program managers. They are your future OPNAV policy and funding/budget leaders for maintenance, enlisted training, and the entire aviation warfighting support process that is core to the Navy mission. One of the biggest strengths of the 1520 Community is the fleet experience we bring to the table on these staffs. If a 1520's fleet experience is lacking, the decision he/she makes may not be the best decision and then we all pay the price.

One last word... I am available any time (as are most senior 1520's including your local CAGMO, WINGMO, or AIMD Officer) and would be very happy to discuss any of these issues, 1520 career progression in general or specific 1520 officer concerns with you - please give me a call or an email. Thanks for your time.

O-6 SELECT SEMINAR Words of Wisdom

The AED/AMD Community management team recently held an O-6 select seminar. Below are some aphorisms from the Flag Officers that spoke:

RADM Jeff Cook:

Integrity: You are being watched now more than ever.

Teams: You are on many teams. Some of your different teams' charters conflict with others.

Be Forthcoming: This is different than being honest. State where you stand and why. Value bad news.

Keep the Senior Managers informed.

Give a balanced view.

Courage - Core value: Know when to be risk adverse and confrontation adverse (Know when to stick to your guns)

People: It is more fun to fly a kite than to watch someone else do it. Empower.

Always know the minority opinion and respect it.

RDML Rand Fisher

Actions should match your words.

Saying it doesn't make it so.

Be outcome oriented.

Don't walk forward and look behind you while connecting the dots of past performance.

Never give someone six months to do a six hour job.

RDML Steve Heilman

A good leader makes good decisions and can communicate those decisions.

Through O-5 you can succeed on your individual accomplishments. As an O-6 you must be able to accomplish work and succeed as a team.

March to the sound of gunfire. Tackle the biggest challenges outside your comfort zone.

RDML(s) Steve Enewold

Your future jobs should have increased responsibility, decision making authority and needs of the Navy.

Power of the system is proportional to the power of the number of nodes.

Empowerment is inversely proportional to controlling. (Norm Augustine)

RECOMMENDED READING From AED/AMD Leadership

CAPT Coleen Watry

The Leadership Engine

(How Winning Companies Build Leaders at Every Level)

Noel M. Tichy

Leadership Without Easy Answers

Ronald A. Heifetz

Built To Last

(Successful Habits of Visionary Companies)

James C. Collins and Jerry I. Porras

Truman

David McCullough

Nuts!
(Southwest Airlines' Crazy Recipe for Business and Personal Success)
Kevin Freiberg and Jackie Freiberg

Leading Change
Kotter

COMMUNITY MANAGER's Comer

CAPT Randy Loyer
CDR Curt M. Shanahan
LCDR Larry A. Pugh

The AED/AMD picnic at Patuxent River on 22 August 2000 was a full-scale success. Thank you to Admirals Cook, Fisher, Heilman and Heely for attending. The dunking booth and picnic fare drew over 200 AEDOs/AMDOs and their families. The overwhelming response has encouraged us to pursue a winter soiree. Dining out anyone? The Pax picnic will definitely be an annual event.

Curt and Larry's reliefs have checked onboard and are in place as you read this newsletter.

CDR Shanahan is PCSing to USS JOHN C STENNIS (CVN 74) to live his dream as the AIMD Officer. Lcdr Pugh is transferring to PMA 273, T-45.

For the past 30 months, Curt and Larry have superbly led the AED/AMD Community and have positioned us for continued success in the 21st century. They have made a positive impact on the community's health, vitality and mission effectiveness. Their extraordinary contributions will ensure long term stability.

Larry and Curt will be sorely missed. We appreciate the awesome support they ALWAYS provided.

We are proud to announce the new AMDO and AEDO Community Managers. Lcdr Fred "Da Man" Hepler arrives from the USS PELELIU (LHA 5) and Lcdr Craig "Skip" Oechsel just completed his class desk tour at COMNAVAIRPAC. The selection of these two fine Naval Officers was based on their ability to take the 1520 and 1510 communities to the next level. The mailing addresses and phone numbers are unchanged. New email addresses are:

LCDR Fred Hepler AMDO
HeplerFW@navair.navy.mil

LCDR Craig Oechsel AEDO
OechselCR@navair.navy.mil

APC Designation

APC is becoming an increasingly essential factor in qualification for our billets and slated positions.

We strongly encourage all O-4s and above to pursue AP qualification.

Details are available at:
<http://dacm.secnav.navy.mil>

Criteria for APC membership are:

- A. Grade O-4 or senior;
- B. A baccalaureate degree from an accredited institution with (1) at least 24 credit hours of accounting, business finance, law, contracts, purchasing, economics, industrial management, marketing, quantitative methods, or organization and management; or (2) twenty-four semester hours in a primary acquisition career field and 12 semester hours from disciplines listed above;
- C. Level II or III defense acquisition work force improvement act (DAWIA) training or certification;
- D. At least four years acquisition experience, e.g., time spent in a govt or industry acquisition position (one year can be credited for education and up to 18 months can be waived automatically for URL officers for time spent in CDR command); and
- E. Screening for CDR command (URL officers only).

Most requirements are waiverable for CDR selects and senior officers, but waivers are minimized to ensure high standards are maintained in acquisition workforce, as required by DAWIA.

All interested officers are encouraged to apply. An application (no endorsements required) must be submitted to be considered and should contain following information:

- A. Name, rank, year group, social security number/design.
- B. Educational background (schools, degrees obtained, majors). Be sure to highlight any business/management credits you have obtained to assist board in determining whether you meet education requirement.
- C. Brief summary of acquisition experience, including months spent in each acquisition position held.

D. Summary of defense acquisition university mandatory acquisition

Training courses completed and career field certifications obtained.

E. Telephone number and e-mail address. Information from applications will be used to assist board in reviewing your record. Transcripts, fitreps, and training certificates should be included only if you are in doubt about completeness or accuracy of your record.

Applicants should ensure accuracy of their officer summary record/personnel summary record (OSR/PSR) and microfiche well in advance of any board. For details on obtaining your microfiche and OSR/PSR, contact PERS-313D at (901) 874-3417/3415/3414/DSN 882

The Director, Acquisition Career Management (DACM) site above is also the gateway for you to register for online DAU courses. ACQ 101 and others are now available on-line.

PMA Selection Criteria

We have received several inquiries regarding the requirements for PMA Selection. If your goal is to one day be a Major Program Manager, you must ensure you are tracking to meet these requirements.

Criteria For PMA Selection are:

ACAT I PM eligibility requirements:

- a. APC member
- b. 96 months acquisition experience of which 48 months are in a program office or similar organization.
- c. LEVEL III certified in program management.

ACAT II PM eligibility requirements:

- a. APC member
- b. 72 months acquisition experience (see note)
- c. LEVEL III certified in program management.

ACAT III and ACAT IV PM eligibility requirements:

- a. APC member.
- b. LEVEL III certified in program management.

If you have not received e-mail from us in the past year, more than likely we do not have your address.

Thanks to the constituents who send their new addresses and e-address upon PCS or change of status.

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AP URL NAVAIR POC
CAPT Bill Dunkin
(301) 757-5366
DunkinWM@navair.navy.mil

****Photograph.** The official requirement to submit a photograph is now within three months after acceptance of each promotion vice the old requirement of submission within one year. At a minimum you should be in your current paygrade. Photographs can be submitted on NAVPERS 1070/10 and sent to:

Bureau of Naval Personnel (PERS-313C)
5720 Integrity Dr.
Millington, TN 38055-3130

****Fitness reports.** If you are missing a fitness report from your microfiche send a copy to:
Bureau of Naval Personnel (PERS-311)
5720 Integrity Dr.
Millington, TN 38055-3130
For questions call (901)874-3317, DSN 882-3317

****Microfiche.** You cannot order your microfiche by phone or by E-mail because your signature is required.

Send written requests to:
Bureau of Naval Personnel (PERS-313D)
5720 Integrity Dr.
Millington, TN 38055-3130
For questions call DSN 882-3415/6/7,
(901)874-3415/6/7 FAX
882-2664, (901) 874-2664.

****Performance Summary Record (PSR).** You may order your PSR by writing or faxing:
Bureau of Naval Personnel (PERS-313D)
5720 Integrity Dr.
Millington, TN 38055-3130
For questions call DSN 882-3415/6/7,
(901)874-3415/6/7 FAX
882-2664, (901) 874-2664.

****Officer Data Card (ODC).** You may request an Officer Data Card by writing or faxing:
Bureau of Naval Personnel (PERS-312G)
2 Navy Annex
Washington, D.C. 20370-1030
For questions call (901) 874-3403, 882-3403

****Medals.** If an award is missing from your PSR, send a copy of the signed citation to the Board of Decorations and Medals (printing or type your SSN in the upper right hand corner).
Navy Department Board of Decorations & Medals
2000 Navy Pentagon
Washington, DC 20350-2000

****Letters to the Board:**
Regular Mail
President, FY0X (Grade) (Competitive Category) Promotion Selection Board
Department of the Navy
Bureau of Naval Personnel
PERS 85L
5720 Integrity Drive
Millington, TN 38055-8500

Express Mail
President, FY0X (Grade) (Competitive Category) Promotion Selection Board
Department of the Navy
Bureau of Naval Personnel
PERS 85, Bldg 791, Room C104
5750 Commitment Loop
Millington, TN 38055-8500

****Educational Achievements** (Degrees, Military Classes)

Naval Personnel Command NPC 312G
5720 Integrity Drive
Millington, TN 38055-3120

(901) 874-4846/3392
DSN 882-4846/3392

or fax certificate and letter to:
(901) 874-2660

Note: If an award is missing from the microfiche, again ensure your SSN is in the upper right hand corner and send the citation to PERS-313C1 (use address above with proper code). Faxed citations are not acceptable for inclusion on the microfiche. Remember that only personal awards (NAMs, NCMs, etc.) are part of your official record.

Community Manager's Quarterly Quotes:

"There's a need for a community of nations that can deal effectively with rogue states and bullies - this is what the U.S. Navy does."
-VADM 'Black' Nathman

"Never make an enemy you cannot kill."
-Capt Stu Paul

"There is something noble about taking ships to sea - you have to be a part of it to know it."
-JFK

The AED/AMD Newsletter, Our Aerospace, is published by the Career Management Office of the Aerospace Engineering Duty (Aerospace Engineering and Aerospace Maintenance) communities. The purpose of this newsletter is to provide information of general interest to officers of both the AED and AMD communities and to serve as a forum for the publication of technical papers and articles. Contributions and comments are solicited and should be sent to:

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